

**BY ORDER OF THE COMMANDER
8TH FIGHTER WING**

**8TH FIGHTER WING INSTRUCTION
36-2502**



8 NOVEMBER 2012

Personnel

***SENIOR AIRMAN BELOW-
THE-ZONE PROCEDURES***

COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

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This instruction implements AFPD 36-25, *Military Promotion and Demotion*, AFI 36-2502, *Enlisted Promotion/Demotion Programs* and MPFM 06-57, *Senior Airman (SrA) Below-the-Zone (BTZ) Promotion Program*. This instruction establishes policy and procedure governing the SrA BTZ process. This instruction applies to all units and staff agencies operating on Kunsan Air Base. Refer recommended changes and questions about this publication to the Office of Primary Responsibility (OPR) using the AF Form 847, *Recommendation for Change of Publication*; route the AF Forms 847 from the field through the appropriate functional chain of command. Ensure that all records created as a result of processes prescribed in this publication are maintained in accordance with Air Force Manual (AFMAN) 33-363, *Management of Records*, and disposed of in accordance with Air Force Records Information Management System (AFRIMS) Records Disposition Schedule (RDS) located at <https://www.my.af.mil/afrims/afrims/afrims/rims.cfm>. The use of the name or mark of any specific manufacturer, commercial product, commodity, or service in this publication does not imply endorsement by the Air Force.

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1. Roles and Responsibilities:

1.1. The 8th Fighter Wing Commander (8 FW/CC) is the convening authority for the SrA BTZ promotion process. The 8 FW/CC formally approves/disapproves selection board recommendations and may elect not to issue the full quota of promotions.

1.2. The 8th Fighter Wing Command Chief Master Sergeant (8 FW/CCC) provides program direction and guidance; to include coordination on all correspondence/information on the program.

1.2.1. Approves the Military Personnel Section's (MPS) proposed BTZ board time and date.

1.2.2. Selects individuals to serve on the board NLT two weeks prior to the board date.

2. Eligibility:

2.1. A1Cs candidates must meet minimum requirements IAW AFI 36-2502.

2.2. The immediate commander must recommend A1Cs for promotion who are fully qualified for promotion BTZ. Qualifications includes 36 months time in service (TIS) and 20 months time in grade (TIG), or 28 months TIG; whichever occurs first. A1Cs must also possess a 3 skill level. If selected, promotion to SrA BTZ is 6 months prior to the otherwise fully qualified promotion date.

3. Quotas:

3.1. The MPS determines the base-wide quota distribution by means of a 15 percent selection rate each cycle. The Force Support Squadron Commander (FSS/CC) approves distribution. For supplemental BTZ promotion to SrA, the FSS/CC has approval authority for those not previously considered.

4. Large Unit Selection Procedure:

4.1. Large units (defined as having seven or more eligible A1Cs) will receive quotas and make selections at unit level. Large units will establish procedures that ensure that the SrA BTZ board is fair, equitable and provides timely promotion consideration. Once selections are made, large unit commanders underline the selectee(s) name, sign, date and return the BTZ eligibility listing to the MPS no later than the day of the Central Base Board (CBB). Unit commanders must also provide a memorandum to MPS indicating their selects, non-selects and alternates NLT the day of the CBB.

4.2. Large units may nominate any or all eligible A1Cs from their unit for consideration to the CBB. This decision should be rendered NLT the fifth day of the third month of each quarter. If this option is selected, that unit will relinquish selection authority and all quotas to the CBB.

4.3. Consider all individuals meeting TIS and TIG requirements; to include airmen TDY, on leave, or those having a projected reassignment with a report not later than date (RNLTD) subsequent to the first processing month. Commanders review qualifications and decide whether to forward the member's name to the SrA BTZ board for consideration.

5. CBB and Face-to-Face Evaluation Procedures:

5.1. Small units (defined as having six or less eligible A1Cs) will nominate to the CBB. Units may send any or all eligible airmen from their unit to meet a CBB. Eligible airman from across the installation, regardless of MAJCOM or unit affiliation, will compete at the CBB unless the unit they are assigned to has seven or more eligible as stated above.

5.2. The CBB and Face-to-Face Evaluation will be held the third week of the third month (i.e. March, June, September and December) with coordination through the 8th Fighter Wing Command Chief's Executive Assistant (8 FW/CCCE).

5.3. The CBB will use a standard score sheet ([Attachment 2](#)) to evaluate and grade the following categories: Leadership and Job Performance in Primary Duty, Significant Self Improvement, Base and Community Involvement, Military Bearing, Dress and Appearance and Communication Skills.

5.4. The CBB will be comprised of the following: Board President (8 FW/CCC or designee), and a CMSgt or CMSgt select from each group. If there is not a CMSgt or CMSgt select available, then a SMSgt will be utilized.

5.5. Each member of the board will score and rank order each record. Significant differences in board member scores will be evaluated and resolved by the board president. However, no member will be required to alter any score they have given in any record unless it violates scoring rules. The board recorder will combine the rankings of each nominee. Selectees (according to how many promotions are available) will be determined by using

rank order scoring. If a tie exists, add the rank order score of the president to determine final selectees.

5.6. The CBB President will ensure fair and equal consideration of each nominee.

5.7. All eligible members will meet a face-to-face evaluation unless unavailable due to TDY/deployment or scheduled leave. All absences must be pre-excused/pre-approved by the 8 FW/CCC. Members unable to meet the board will be given the average board score tallied from those who met the board. The CBB will include the face-to-face board results in the final scoring if at least half of those eligible are available to meet the face-to-face board. See **Attachment 5**, Guide for Below-the-Zone Promotion Board for preparation of the CBB Face-to-Face Evaluation.

6. MPS Promotion Responsibilities:

6.1. Act as the overall office of Primary Responsibility (OPR) for the Kunsan AB BTZ Program and serve as the CBB Recorder.

6.2. No later than the second week of each quarter coordinate with the 8 FW/CCC on the number of promotion quotas available, which units will receive their own promotion quotas and the proposed CBB members along with date, time and location the board is to convene.

6.3. Distribute BTZ unit eligibility rosters and notify squadrons of the number of promotion quotas to be considered by the CBB two months prior to the board convening.

6.4. Collect eligibility rosters, SURFs, copies of all decoration citations, current AFFMS print-outs and AF IMT 1206s, *Nomination for Award*, from squadrons.

6.5. Identify date, time and location of the BTZ face-to-face evaluation.

6.6. Suspend small units to forward completed nomination packages on each nominee to the MPS no later than the first Friday of the third month (i.e. March, June, September and December). Submissions beyond the MPS suspense date will not be provided to the CBB.

6.7. Large units must provide selectee names no later than the day of the CBB within prescribed time set forth.

6.8. Prepare a nomination folder on each nominee to include a SURF, copies of all decoration citations, current AFFMS print-out and AF IMT 1206, as prescribed in paragraph 7.3. Accomplishments used on the AF IMT 1206 may come from any period, beginning the day the Airman entered active duty to present.

6.9. Prepare score sheets IAW **Attachment 2** for each board member to use along with summary sheet for the board president's use.

6.10. Coordinate changes as necessary with the 8 FW/CCC and nominating units.

6.11. Prepare a report based on the findings of the CBB. The report should contain a list of board members, board recorder and order of merit (identifying total score and select/non-select status). This ensures alternates are identified in the event the selectee(s) become ineligible for promotion. The report should be signed by the board president.

6.12. Provide the list of nominees to 8 FW/JA for a records check in the Automated Military Justice Analysis and Management System (AMJAMS). 8 FW/JA will provide the results to 8

FW/CCC within one duty day of receipt. The fact that an Airman has a record in AMJAMS does not automatically disqualify them for BTZ promotion.

6.13. Coordinated the report through 8 FW/CC for approval.

6.14. Project BTZ promotions as soon as possible in the Military Personnel Data System.

6.15. Destroy nomination folders when no longer needed.

6.16. Brief unit commanders on removal and withhold policies and procedures. If a BTZ selectee is removed and the first alternate selectee's DOR is past due, they will receive the original BTZ DOR and an effective date of unit commander's approval. The MPS will assist the Airman in applying for a retroactive promotion effective date to HQ AFPC/DPSOE according to AFI 36-2502.

7. Unit Responsibilities:

7.1. Units will consider all individuals meeting TIS and TIG requirements, even if they are TDY or on leave. For a member who is projected or may have already departed your unit, you may still be required to consider them for BTZ promotion. If the RNLTD is the first day of the first processing month (i.e. January, April, July or October) or later, then they must be considered by the losing unit.

7.2. All individuals appearing on Parts 1 and 2 of the eligibility listing must be considered. Squadron commanders or designee will use the unit eligibility list to identify nominees for BTZ promotion consideration. An appropriate evaluation process should be established to determine unit nominees by reviewing the airmen's EPR(s) (if applicable), personnel information file (PIF), supervisor or first sergeant recommendation, etc.

7.3. AF IMT 1206, *Nomination for Award*, is prepared for each nominee ([Attachment 4](#)). The nomination will be no more than 18 lines in length, including sub-bullets and headings. The AF IMT 1206 will contain the following headings: Leadership and Job Performance in Primary Duty, Significant Self Improvement, and Base or Community Involvement. The AF IMT 1206 will cover accomplishments that occurred between the entry on active duty and the board cutoff date. The board will also consider any decoration citations, current AFFMS print-out and the SURF. No other written information can be used for consideration. Submit all documents to the MPS. *Directed by HAF reports are no longer required or authorized.

7.4. The unit commander will notify MPS Promotions no later than the promotion effective date of BTZ selects who possess negative quality indicators, i.e. 2 or less EPR rating, current fitness assessment and unfavorable information file (UIF).

8. Selection Process:

8.1. The board president and board members will administer the BTZ Face-to-Face Evaluation (see [Attachment 5](#)).

8.2. Selection is based on the "whole person" concept by scoring the AF IMT 1206 using [Attachment 2](#). All scores will be used by board members to provide a rank order of merit; 1 thru XX to the board president with 1 being the best, 2 being the second best and so forth. Individual board members must break their own ties to develop a clear order of merit.

8.3. The board recorder will complete the Board Recorder Tally Sheet ([Attachment 3](#)) and provide it to the board president along with the completed and signed Board Member Score Sheets to prepare the board report.

JOHN W. PEARSE, Colonel, USAF
Commander

Attachment 1**GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION*****References***

AFPD 36-25, *Military Promotion and Demotion*, 21 Jun 1993

AFI 36-2502, *Airman Promotion Program*, 31 Dec 2009

AFMAN 33-363, *Management of Records*, 1 Mar 2008

AFPAM 36-2241, *Professional Development Guide*, 1 Oct 2011

MPFM 06-57, *Senior Airman (SrA) Below-the-Zone (BTZ) Promotion Program*, 18 Aug 06

Adopted Forms

AF Form 847, *Recommendation for Change of Publication*

AF IMT 1206, *Nomination of Award*

Abbreviations and Acronyms

AMJAMS—Automated Military Justice Analysis and Management System

BTZ—Below the Zone

CBB—Central Base Board

CMSAF—Chief Master Sergeant of the Air Force

CSAF—Chief of Staff, United States

MPS—Military Personnel Section

OPR—Office of Primary Responsibility

PIF—Personnel Information File

RDS—Records Disposition Schedule

RNLTD—Report Not Later Than Date

TIS—Time in Service

TIG—Time in Grade

PIF—Personnel Information File

UIF—Unfavorable Information Folder

Attachment 2

BOARD MEMBER SCORE SHEET

Figure A2.1. Board Member Score Sheet

Award Category: SrA BTZ

Quarter: 1st 2nd 3rd 4th



Scoring Breakdown

	Category	Point Value
A	Leadership & Job Performance in Primary Duty	1-60
B	Significant Self Improvement	1-10
C	Base or Community Involvement	1-10
D	Military Bearing	1-5
E	Dress and Appearance	1-5
F	Communication Skills	1-10

Nominees' Scores (use whole point increments only)

Name	Unit	A	B	C	D	E	F	Total Score	Rank Order

Board Member's Certification:

"I solemnly swear that I have performed the duties imposed upon me without prejudice or partiality, having in view both the special fitness of the airman and the efficiency of the United States Air Force."

Name	Signature	Date

Attachment 3

BOARD RECORDER TALLY SHEET EXAMPLE

Figure A3.1. Board Recorder Tally Sheet Example

Award Type: SrA BTZ

Quarter: 1st 2nd 3rd 4th



Board Member Rankings						Total Score	Board Pres. Rank	Final Rank Order
Name	Unit	OG	MXG	MSG	MDG			

Board President's Certification:

"I solemnly swear that I have performed the duties imposed upon me without prejudice or partiality, having in view both the special fitness of the airman and the efficiency of the United States Air Force."

Name	Signature	Date

Attachment 4

AF-IMT1206 NOMINATION EXAMPLE

Figure A4.1. AF IMT 1206 Nomination Example

NOMINATION FOR AWARD		
AWARD 8th Fighter Wing Senior Airman Below the Zone	CATEGORY (If Applicable) N/A	AWARD PERIOD 1 Jan XX-31Mar XX
RANK/NAME OF NOMINEE (First, Middle Initial, Last) Abbreviated Rank/First M. Last	SSN (Enter Last 4 Only) 1234	MAJCOM, FOA, OR DRU PACAF
DAFSC/DUTY TITLE XXXXX/Duty Title	NOMINEE'S TELEPHONE (DSN & Commercial) DSN: 315-782-XXXX Comm: 011-82-63-470-XXXX	
UNIT/OFFICE SYMBOL/STREET ADDRESS/STATE/ZIP CODE 8 Unabbreviated Squadron Name/Office Symbol/Unit XXXX/Kunsan Air Base/Republic of Korea/APO/AP/96264		
RANK/NAME OF UNIT COMMANDER (First, Middle Initial, Last) /COMMANDER'S TELEPHONE (DSN & Commercial) Abbreviated Rank/First M. Last/DSN: 315-782-XXXX Comm: 011-82-63-470-XXXX		
SPECIFIC ACCOMPLISHMENTS (Use single-spaced, bullet format)		
LEADERSHIP AND PERFORMANCE IN PRIMARY DUTIES: * No more than 9 bullets		
SIGNIFICANT SELF-IMPROVEMENT: * No more than 3 bullets		
BASE AND COMMUNITY INVOLVEMENT: * No more than 3 bullets		
ACRONYM LIST: * Note 1		
Fitness Assessment Score/Date: ____/____/____ Signature/Date: ____/____/____		
PIF Reviewed by: _____ Signature/Date: ____/____/____		
Notes: 1. Limit acronyms to those considered normal Air Force terminology; additional acronyms may be used but are limited to the front of the AF IMT 1206 only (the back of the AF IMT 1206 may not be used). Acronym lists are not authorized on Annual awards nominations.		

Attachment 5

GUIDE FOR BTZ PROMOTION BOARDS

A5.1. Selection: Selection is based on a combination of the AF IMT 1206 (80 points) and the face-to-face interview (20 points). When required, the board president will facilitate open discussion to resolve any disparities that could skew the scoring process. Resolution is required when the ranking order is inconsistent with a winner based on total points (i.e. A1C Jones has the most total points but two of the three board members have another nominee ranked as their number 1).

A5.1.1. AF IMT 1206, *Nomination for Award*: Effective evaluation of the AF IMT 1206 requires a detailed thought process; it's challenging to review nomination packages and determine who is the "Best of the Best." Each board member must remember *it's not the writer; it's the accomplishment of the nominee which makes the difference*. Strong emphasis must be on initiative, achievement and impact, not writing style. When evaluating an AF IMT 1206, the individual's write-up cannot exceed 18 lines (including the 3 category headings). **Attachment 4** contains the recommended distribution of lines. The total possible points that can be awarded are 80. There are only three approved categories (listed below) that will be scored. Additionally, nomination submissions in excess of the 18-line limit will not be scored beyond the 18 lines. Each line will be evaluated on its own merit as it relates within the respective category. Using whole or half point increments, board members have the opportunity to award maximum points to each section. They cannot award points beyond the maximum points allocated for each category and all ties are broken using the Board President's scoring.

Heading	Point Value
Leadership and Job Performance in Primary Duty	1 – 60
Significant Self-Improvement	1 – 10
Base and Community Involvement	1 – 10

A5.1.1.1. Nomination Headings: Leadership and Job Performance in Primary Duty. The individual's primary duty accomplishments are the most important element of the nomination package. This is the most difficult section to score because everyone does an outstanding job in his or her area of expertise. Below are guidelines to assist board members in differentiating the impact on the mission and leadership role.

Innovative methods/programs developed, designed, implemented and impact

Process Improvement – cost savings, percentage improved or reduced

Superior leadership or training skills

Quantification and qualification of results

Key additional duties with significant impact

Wing working group or committee chair/member

Higher HQ, service unique or DoD involvement

Unit/Wing/Group/command-level and higher awards (both individual and unit; deployed or home station)

A5.1.1.2. Significant Self Improvement: The primary focus of this section is the individual's professional and personal development and how it benefits the Air Force. The key factors to this category are individual commitment level and personal sacrifice. You can judge this by answering the following questions. How much time was involved? How much effort was expended? Was the achievement done on duty or during off-duty time?

Off-duty Education (in-residence, on-line, correspondence classes, etc.)

Upgrade Training (5-level completion, CDC progress, formal training courses, etc.)

Advanced career field or Air Force Specialty training

Readiness training

Conference or symposiums related to job or career field/specialty (how nominee used information to improve process, mission impact, etc.)

A5.1.1.3. Base and Community Involvement: This section rounds out the whole person concept. Unit and base activities/support should be weighed more heavily on community involvement because they directly impact Kunsan AB and the surrounding community. Again, the individual's commitment level and personal sacrifice are the key factors in evaluating this section. How much time and effort was involved? What was the amount of time committed to the achievement and the frequency? Did the member participate or lead the effort?

Involvement in professional organizations

Key leadership position on executive council coupled by the achievement or results

Color/Honor Guard and sustained participation

Leadership position or role in community

Special Olympics, Boy Scouts, Big Brother/Sister, etc. (Number of hours and frequency)

Coaching sporting teams (squadron intramural teams, adult or youth programs, etc.)

Participating in major community ceremonies such as unit member retirement, POW/MIA vigil, retreat, marched in community parade while in uniform (i.e. Veteran's Day, Fourth of July, and Liberation Day)

Base Sponsored Programs

Quarterly/Annual Awards Committee

A5.1.2. Face-to-face Interview: The primary purpose of the face-to-face interview is to evaluate nominees' dress and appearance, military bearing, oral expression and articulation of responses. This is a very subjective area for board members to evaluate and you must baseline your judgment against military standards. Since this section of the nominative process has limited points available, the use of whole or half point increments are permitted. The total possible points that can be awarded are 20.

Category	Point Value
Military Bearing	1 – 5
Dress and Appearance	1 – 5
Communication Skills	1 – 10

A5.1.2.1. **Dress and Appearance:** Uniform: cleaned, pressed and proper fitting.

Accouterments: properly placed on the uniform.

Jewelry: not more than three rings, correct earrings, no visible necklace, etc.

Decorations: ribbons in proper order, clean/serviceable condition.

Hair: appropriate style, length, color, approved ornamentation.

A5.1.2.2. **Military Bearing:** Room entry: appropriate facing movements

Reporting: appropriate introduction

Posture

A5.1.2.3. **Communication Skills:**

Demonstrates ability to clearly organize and express thoughts

Pronunciation/Annunciation

Eye contact: direct and impartial

Speech: appropriate rate, pitch and volume

Non-verbal: appropriate use of facial expressions and gestures

A5.2. Face-to-face Interview Board Guidelines: The board president is responsible for contacting the board members to provide instruction in regard to preparing board questions. The board president will task each of the board members with a specific category (see below for categories). Board members are to prepare three questions (two primary and one alternate) for their respective board category. Questions will be opinionated, thought provoking and designed to assess the nominee's ability to organize thoughts and articulate a response. Questions will come from some or all of the following areas:

A5.2.1. **Current Events.** General knowledge of current AF news or world events and their opinions regarding them (for example: Operation ENDURING FREEDOM, Overseas Contingency Operations, Iran, Korea, CSAFs 5 priorities, CMSAF Viewpoints, etc.). Current Events will only cover the time period within one week of the scheduled board date.

A5.2.2. **Airman Heritage.** Reference AFPAM 36-2241, *Professional Development Guide*.

A5.2.3. **Customs and Courtesies.** Reference AFPAM 36-2241, *Professional Development Guide*.

A5.2.4. **Individual Accomplishments.**

Prepare questions to evaluate the nominee's knowledge, involvement and impact on his/her personal and/or unit's success/accomplishments--how his/her accomplishments/leadership impacted the successes of their unit (this is an excellent opportunity to gather background information on the nominee). Use the nominee's AF IMT 1206 for this.

A5.2.5. **Enlisted Force Structure, General and Specific Airman Responsibilities.** Reference AFPAM 36-2241, *Professional Development Guide*.

Attachment 6

BOARD PRESIDENT CHECKLIST**Figure A6.1. Board President Checklist**

Pre-Board	Yes	No
Check room set up		
Ensure greeter/board recorder are present		
Introduce yourself to the board members and each other		
Discuss board procedures and review questions		
Conducting the Board		
Welcome, congratulate and put nominee at ease		
Introduce yourself as board president, then your board members by rank, name and unit		
Explain proceedings to nominee, define questions (2 each/opinionated)		
Encourage nominee to start by telling the board about themselves (career, family, short/long-term goals, etc.)		
Begin board questions		
Completing the Board		
Ask the nominee if they have any questions they would like to re-address or closing comments they wish to make to the board members		
Have nominee recite the Airman's Creed		
Instruct the nominee not to discuss the questions or board process with anyone as it may compromise the process and give others an unfair advantage		
Offer closing congratulations		
Dismiss nominee		
Post-Board		
Score nominees		
Gather all score sheets and surplus documents		
Instruct board members to not discuss results until official release by the 8th Fighter Wing Commander		
Ensure room is left in neat and orderly manner		
Provide final score sheet to 8th Fighter Wing Command Chief		

Attachment 7

PREPARING FOR THE BOARD

A7.1. As the saying goes, “First impressions are lasting impressions.” All boards allow points for dress, appearance, and military bearing. If you study and master the tips below, you will greatly increase your chances for success.

Table A7.1. Preparing for the Board

	Yes	No
Memorize: Airman’s Creed. Review: Study AFPAM 36-2241, Professional Development Guide, Current Edition, chapters that cover Enlisted History and Military Customs, Courtesies. The PDG is available on line. Current events are a must. Review current month’s Airman Magazine, AF Portal Homepage and the Air Force Times. Current event questions are usually compiled one week before the board meets. Gather the majority of your information during that time frame. Be prepared to answer scenario based questions on how you would react/respond in handling specific leadership situations (based on your rank and level of responsibility). Questions will be designed to give your opinion but you must know some information about topics.		
Write down your goals, aspirations and extracurricular activities (practice expressing them verbally). Example: “I have just finished my career development course and I’m awaiting my 5-skill level. I’m enrolled in the Community College of the Air Force and currently possess 24 credit hours. My goal is to receive my associate’s degree within two years.” Board members are judging (and scoring) how you express yourself.		
Write down your hobbies and a brief synopsis of your career (and remember them). This is often an icebreaker question and gives you a chance to talk about yourself.		
Study a copy of the narrative that accompanied your nomination. Board members often ask you to expound on information they find in the write up.		
Know your current chain of command.		
Females: Wear slacks and low quarters or low heeled pumps. It’s easier to get the length right on slacks than skirts, and it’s less likely to change when you sit and stand. Lower heels make it easier to make facing movements.		
Practice facing movements in the same shoes you will be wearing when you meet the board. Determine the location of the board and practice on the same type floor covering (i.e. carpet, linoleum, etc.). If possible, do a pre-visit to the area/room where the board will be held to familiarize yourself with your surroundings.		
Ensure your shoes look good. If it is raining the day that your board meets, carry your shoes in a plastic bag and change when you get there. Ensure the soles of your shoes are free of dirt and dust. Use polish and/or edge dressing and ensure you have a fresh coat on. Take a small piece of cloth or old nylon hose to wipe the dust off your shoes.		
If the weather is bad, carry your uniform in a plastic bag and change when you arrive.		

Remember to always get your service dress dry cleaned as a set--never do your trousers/skirt and coat separately. This will prevent uneven fading.		
Ensure your collar brass and ribbons are pristine.		
Ensure ribbons are in the proper order and any you wear are updated in the Personnel Data System/VMPF.		
Use masking tape to remove lint from your service dress coat.		
Males: Consider wearing shirt garters. Droopy socks and a baggy shirt do not convey the image of a winner.		
Do not have anything in your pockets except your ID card--no keys, change, etc.		
If meeting the board in a short sleeve shirt, clean your name tag with wax to remove scratches.		
Males: Get a haircut within a few days before meeting the board.		
Females: Ensure bangs are off your eyebrows and hair does not extend below the bottom of your collar. Don't even make it close—board members should not have to look twice to see if you're in compliance.		

Attachment 8
MEETING THE BOARD

Figure A8.1. Meeting the Board

1. Be early. Stand while you wait--do not sit down. If possible, carry your uniform to the board and change just before you meet the board.
2. When you arrive, there will be an official greeter, probably standing outside the meeting room. They should inform you who is on the board, what the reporting instructions are, and any other special instructions—if not, ASK!
3. Do not take your hat or purse into the room.
4. If you are instructed to knock before entering, knock only once and firmly.
5. When you open the door, take a good look at the room. Look for the chair you will be sitting in. March by the most direct route to position yourself in the front of the chair facing the board president. Do not stop and perform a facing movement, stop in place. Save the facing movement for your departure. Look directly at the president, salute (if it's an officer) and say, "Sir/Ma'am, Airman _____ reports to the Senior Airman Below-the-Zone board." The Board President will return your salute (if officer) and instruct you to be seated.
6. Back up until you feel the calves of your legs touch the chair. Do not look back or down. Don't turn your back to the board members until you are departing.
7. Sit in the middle of the chair—not on neither the edge, nor all the way back.
8. Sit at attention and place your hands on your thighs. The idea is to be erect and alert, but not rigid. NEVER slouch or recline, even though the Board President may tell you to relax.
9. Do not cross your legs. Place one foot slightly in front of the other.
10. Smile and establish rapport with the board.
11. When answering questions, do not turn your body--turn your head toward the person asking the question and then pan the board members when giving your answer. Good eye contact with all the board members is very important.
12. The first questions are usually relaxing icebreakers, such as, "Where are you from?" or "Where do you work?"
13. After being asked a question, repeat the question if appropriate and preface your answer with 'Sir/Ma'am.' Try to give more than the basic answer—the board members are looking for evidence that you can articulate and think on your feet.
14. If you do not understand a question, ask the board member to repeat it. If you do not know the answer at that point, ask to return to the question later. If you know part of the answer, getting partial credit is better than none at all. Lastly, if you flat don't know, simply tell the board you are unable to answer the question at this time.

15. When answering opinion type questions, give a thoughtfully considered one. Tell the board members whether or not your opinion is in line with current policy. Most importantly, defend your position with logic, fact and personal experience, not emotion. Be tactful, don't crusade, and don't apologize.
16. If the board asks you if you have any comments, thank them for their time and add any other comments that may be appropriate.
17. When you are finished, the president will say "Airman _____, you are dismissed."
 - a. Answer, 'Thank you Sir/Ma'am'.
 - b. Push down on your thighs with your hands, stand up, and look directly at the president.
 - c. Salute (if an officer) and wait for the salute to be returned. If the president is enlisted, nod your head once.
 - d. Perform the appropriate facing movement to put you in direct line with the door. Exit the room smartly, marching with coordinated arm swing.

Summary

Be yourself. The board wants to know you. You must believe you are worthy of the award being presented—and you are a *WINNER*. Someone else believed it; otherwise they would not have taken the time to nominate you.